



BALTIMORE CITY
DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT

CIP FY 2023 – FY 2028

Presentation to the Planning Commission || January 2022



AGENDA

- I. Agency Overview
- II. Equity Strategy
- III. Long Term Capital Needs
- IV. Recent CIP Accomplishments
- V. FY2023 Capital Requests
 - i. New Projects
 - ii. Existing Projects



AGENDA

I. Agency Overview

II. Equity Strategy

III. Long Term Capital Needs

IV. Recent CIP Accomplishments

V. FY2023 Capital Requests

i. New Projects

ii. Existing Projects



ABOUT THE AGENCY

Vision - the future state we strive for:

A Baltimore where current and future residents live in safe and decent housing in thriving, inclusive and equitable neighborhoods.

Mission - the actions we will take to achieve the vision:

DHCD leads City efforts to promote thriving neighborhoods through community revitalization investments; supporting homeowners; funding critical programs and neighborhood stakeholders; creating and preserving affordable housing; and ensuring safe conditions through code enforcement.

Values - how we intend to carry out our Mission:

- Equity and Inclusion
- Customer Service
- Innovation
- Integrity and Transparency
- Partnership
- Sustainability

\$105.6M Operating Budget FY22

2/3rds of Operating is grant (not City) funded

\$45.4M Capital Budget FY22

Investments usually leverages private and other public (not City) dollars at more than 10 to 1 ratio.

434 Employees



DHCD OPERATIONAL DIVISIONS

Development

Development Division assembles parcels for blight elimination and redevelopment through acquisitions, and relocation, and finances and supports affordable housing development.

Homeownership & Housing Preservation

Homeownership and Housing Preservation supports new and existing homeowners through grant and repair work that, preserves affordable housing, prevents displacement and blight, builds equity for Baltimoreans, and stabilizes communities. In FY21, the former Community Services division was moved to HHP.

Research & Consolidated Planning

Research & Consolidated Planning coordinates the receipt and retention of HUD formula grant resources and manages the Community Development Block Grant program, which supports a wide range of housing and social services to over 50,000 low- and moderate-income Baltimoreans annually.

Permits & Litigation

Permits & Litigation issues over 30,000 construction permits annually, conducts over 70,000 trade inspections, oversees property registration, coordinates property demolition and stabilization, and leads litigation such as Baltimore's national best practice "receivership" program.

Housing Code Enforcement & Emergency Operations

Housing Code Enforcement & Emergency Operations conducts over 200,000 inspections each year and monitors every vacant building and parcel in the city.

COMMUNITY DEVELOPMENT FRAMEWORK

In 2019, the Baltimore City Department of Housing & Community Development (DHCD) released its Community Development Framework which articulates DHCD's overall strategic approach to community development and neighborhood revitalization. The Framework is organized around three key strategies:

- Expand Resources and Capacity for Community Development
- Promote Access and Equity
- Invest in All Neighborhoods



[Link](#) to DHCD Community Development Framework



COMMISSIONER KENNEDY'S PRIORITIES

1. Agency Culture
2. Health & Housing
3. Addressing Generational Trauma
4. Customer Service
5. Sustainable Agency Operations



DHCD EQUITY STATEMENT

Equity in housing and community development must begin with acknowledgement that the history of slavery and institutional racism is undeniably woven into the fabric of present conditions. The challenge is to ensure that the past does not define the future. The Baltimore City Department of Housing & Community Development (DHCD) is committed to equitable community development that benefits all Baltimoreans. This approach requires that we understand and commit to redress the long-standing race-based barriers and policies that have devastated neighborhoods, concentrated poverty, and created an affordable housing crisis. In understanding equity, we have a tremendous opportunity to “get community development right.” With this approach, there is a commitment to equity and inclusive redevelopment from the start.

Equity Principles

1. Ensuring community voices are central to shaping neighborhood redevelopment;
2. Minimizing the displacement that can occur with rising values;
3. Supporting existing homeowners and residents to help them stay in their homes;
4. Maximizing Baltimoreans' access to jobs and entrepreneurial opportunities created by reinvestment;
5. Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought, and
6. Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable.



AGENDA

- I. Agency Overview
- II. Equity Strategy
- III. Long Term Capital Needs
- IV. Recent CIP Accomplishments
- V. FY2023 Capital Requests
 - i. New Projects
 - ii. Existing Projects

1. Ensuring community voices are central to shaping neighborhood redevelopment
2. Minimizing the displacement that can occur with rising values
3. Supporting existing homeowners and residents to help them stay in their homes
4. Maximizing Baltimoreans' access to jobs and entrepreneurial opportunities created by reinvestment
5. Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought
6. Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable



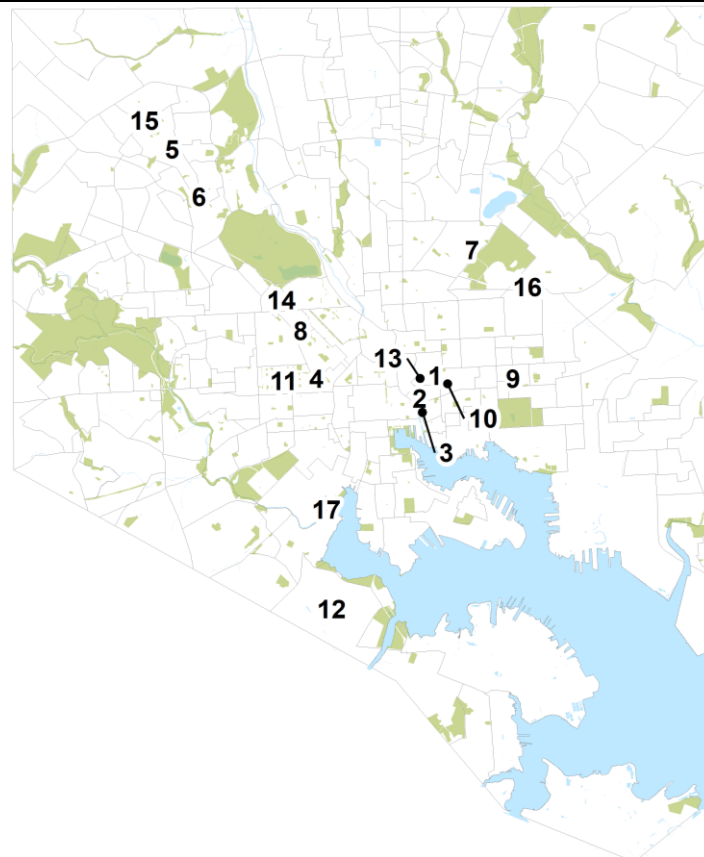
EQUITY PRINCIPLES IN PRACTICE

1. Ensuring community voices are central to shaping neighborhood redevelopment	<ul style="list-style-type: none">• Community engagement in Community Development Zones, as well as all major development activities• Impact Investment Area workgroups• Commitment to transparency• RFPs and Unsolicited bids to purchase properties are evaluated through the lens of highest and best use to the community
2. Minimizing the displacement that can occur with rising values	<ul style="list-style-type: none">• Homestead Tax Credit Outreach• Support building community wealth• Preserve Affordable Housing units• Include Displacement Mitigation Section in Comprehensive Housing Plan
3. Supporting existing homeowners and residents to help them stay in their homes	<ul style="list-style-type: none">• Housing and Homeownership Preservation Division• Impact Investment Area Implementation Strategies• Middle Neighborhoods
4. Maximizing Baltimoreans' access to jobs and entrepreneurial opportunities created by reinvestment	<ul style="list-style-type: none">• Baltimore SHINES – low-income solar job and installation program• Community Catalyst Grants
5. Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought	<ul style="list-style-type: none">• Work with small developers on LDDAs• Developer Incentives to guarantee homeownership outcomes• AHTF funded projects
6. Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable	<ul style="list-style-type: none">• Culture shift within the agency• Neighborhood Development Officer (NDO) activities• NDO + Planner teams for IIAs



DHCD SUPPORTED DEVELOPMENT PROJECTS WITH DIVERSITY IN LEADERSHIP

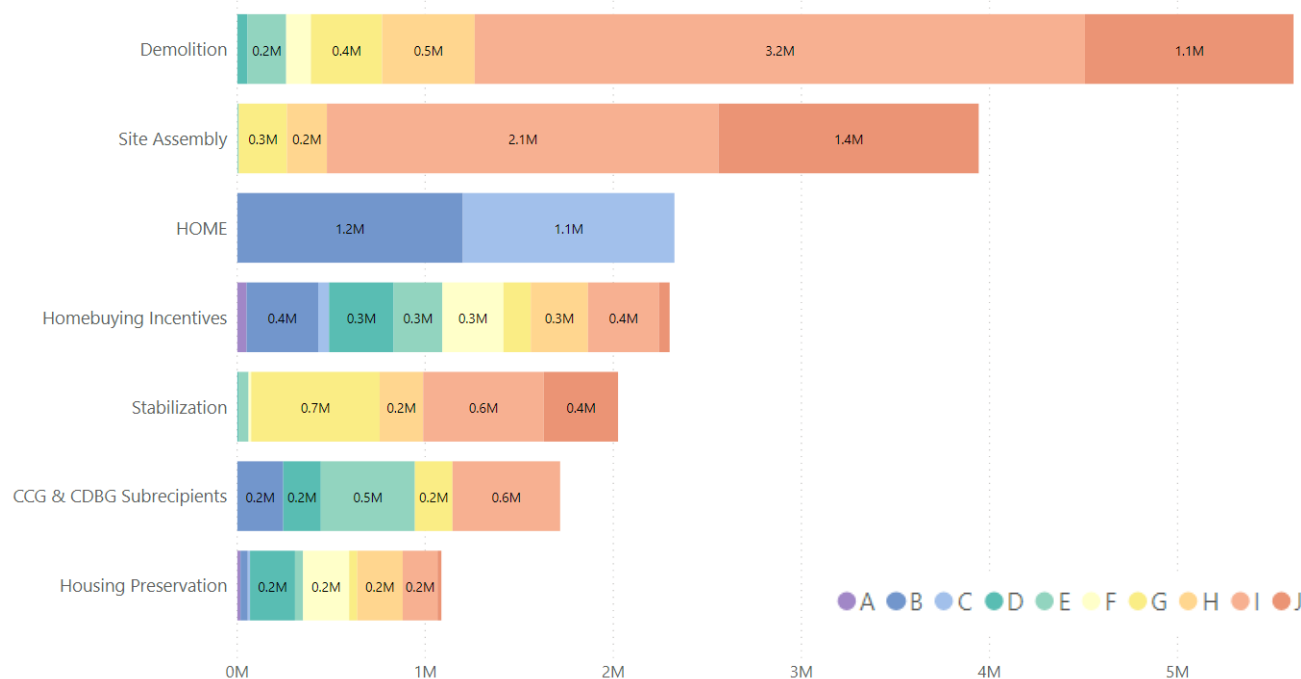
Map #	Project
1.	PSO/Somerset 1
2.	PSO/Somerset 2A & 2B
3.	Somerset 3
4.	Upton Homeownership
5.	Park Heights Phase 1 Multi-family
6.	Park Heights Phase 1 Senior
7.	CHM/Tivoly Redevelopment
8.	Black Women Build Homeownership
9.	Charm City Land Trust Homeownership
10.	PSO/Somerset 4
11.	Parity Homes
12.	Cherry Hill CDC (round view road homeownership)
13.	Oldtown Mall Phase 1
14.	Druid Heights Scattered Site
15.	BRIDGES
16.	NEHI CLT
17.	South Baltimore CLT





SPENDING FY21, BY ACTIVITY & MARKET TYPOLOGY

90% of DHCD dollars are invested in low-income, historically disinvested, predominantly African-American or low-income communities.





AGENDA

- I. Agency Overview
- II. Equity Strategy
- III. Long Term Capital Needs
- IV. Recent CIP Accomplishments
- V. FY2023 Capital Requests
 - i. New Projects
 - ii. Existing Projects



DHCD CAPITAL NEEDS

Affordable Housing	50,995 Households	\$30,000/HH	\$1.5B
Home Repairs	25,048 Households	\$25,000/HH	\$626M
Demolition	8,524 BLDGs	\$25,000/BLDG	\$213M
Stabilization	1,518 BLDGs	\$68,000/BLDG	\$103M
7 Impact Investment Areas	Budget modelling		\$405M
Major Project Infrastructure Gap	Project estimates		\$100M
TOTAL			\$2.97B



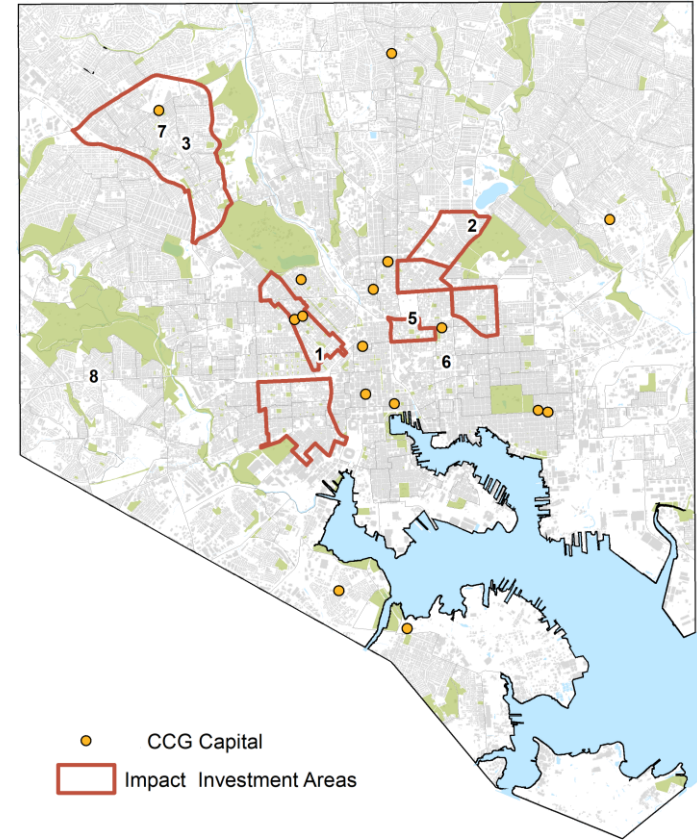
IMPACT INVESTMENT AREA ZONE 1 MODELING

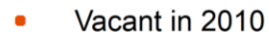
Impact Investment Area	Amount Needed	Amount \$: Leveraged	Hsg. Units Created and Preserved	ROI: Value Added + Wages	Ratio of \$ Leveraged
Broadway East	\$13,435,000	\$300,710,000	1,561	\$58,966,600	4.69
CHM	\$12,990,000		477		
East Baltimore Midway	\$5,660,000		268		
Johnston Square	\$2,195,000		68		
Park Heights	\$5,195,000		223		
Southwest	\$9,160,000		611		
West	\$22,285,000		1,277		
Program-Wide Infrastructure	\$5,730,000		NA		
Totals	\$76,650,000	\$300,710,000	4,485	\$58,966,600	4.69



INVESTMENTS YIELD HIGH LEVERAGE OF NON-CITY SOURCES

- 1. Harlem and Edmonson RFP Award** - State partnership \$10.3 million preservation-based mixed-income homeownership development with \$1.6 million+ subsidy from City. First 6 homes sold above market projections
- 2. Tivoly Triangle RFP Award** - City and State invested over \$10 million to acquire and clear site. This project includes 79 units, featuring 59 duplexes and 20 single-family homes. Targeted sales prices for duplex units will range from \$250K - \$260K, and single-family units are estimated to range from \$280K - \$290K.
- 3. Park Heights RFP** - 17+ acres awarded - City invested over \$13 million to assemble site for projected \$68 million mixed-use/income development that will create 800+ jobs for city residents.
NHP Park Heights Phase 1 - Planned development of 153 units of affordable housing in two projects for a total development cost of \$54 million with substantial City infrastructure and development subsidy required.
- 4. CCG Capital Awards** - 16 capital grants in Round 2 totaling \$3.5 million awarded. The funds will help leverage over \$19 million in development activity in Baltimore neighborhoods.
- 5. Johnston Square Land Disposition Agreement** - City will convey more than 700 properties and vacant lots for revitalization. Community as Master Developer. DHCD cleared nearly 10 acres for a total invest of more than \$5 million.
- 6. Perkins Somerset Oldtown Transformation Plan** - In partnership with HABC, the State, and HUD, the core Perkins Somerset redevelopment includes 9 phases with future phases in Oldtown and other ancillary sites.
 - **Somerset 1** - Construction complete on \$30 million development of 104 affordable apartments including \$1.5 million in City funds.
 - **Somerset 2 and 3** - Construction underway on an addition 264 mixed-income apartments for a total development cost of \$94 million with \$3.75 million in City funds.
 - **Perkins 1** - Closing anticipated for \$34 million development of 103 mixed-income apartments in early 2022.
- 7. Woodland Gardens II** - 4755 Park Heights Avenue. 75 units of affordable senior housing. Financial Closing First quarter 2022.
- 8. Uplands Rental Phase II** - 4601 Edmondson Avenue. \$45 million investment (estimated). 150 units of affordable rental at the former Uplands Apartment site.







DHCD NEIGHBORHOOD INVESTMENTS | JOHNSTON SQUARE







DHCD NEIGHBORHOOD INVESTMENTS | GREENMOUNT WEST

DHCD Investments

- Capital: \$450K in HOME funds for City Arts I
- Total VBN Abatement: 221
(77 VBNs added since 2010)
- Rehabs: 79
 - Dispositions: 23
 - Receiverships Filed: 56
- Demolition: 11
- Affordable Unit production: 129
- SR On-time Completion Rate (2016 – present): 93%
- Vacant lot reuse (CMOS + adopt-a-lot): 12

OUTCOME	2010	2020
VDN Count	160	16
Median sales Price	\$48,850	\$156,500
% population increase (vs City)	20.5% (5.7%)	
Change in Median HH Income	\$17,000	
Total Assessed value of homes in GW	\$58M	\$126M
Tax Revenue – Annual	\$2.1M	\$3.03M



WHOLE BLOCK DEVELOPMENT STRATEGY

IMPACT INVESTMENT AREA ASSET MAPS



1. The Black Arts District
2. Parkview Rec. Center
3. National Register designation for the Penn North neighborhood
4. Druid Park Lake Drive Complete Streets study
5. MTA Transit Oriented Development Concept – development opportunity
6. Enoch Pratt Free Library and North Ave. Design For Distancing
7. Arch Social Club
8. Bakerview 1 & 2 – new rowhouse development
9. Cab Calloway Legends Square
10. 2200 block of Druid Hill Ave. – rehab area
11. North Avenue Rising – street improvements
12. Sphinx Club – planned rehab
13. Pennsylvania Ave. Main Street, Design Guidelines and ‘Past, Present, Future’ visioning charrettes
14. Façade Improvement Grants for the 1800 block of Pennsylvania Ave.
15. Marshall Gardens development
16. Avenue Market and Pennsylvania Ave. Design For Distancing
17. Shake and Bake Family Fun Center
18. Historic Marble Hill
19. Improvements to Robert C. Marshall Park
20. Afro News Headquarters at Upton Mansion
21. 1200 – 1300 blocks of Myrtle and Argyle Aves. – development opportunity
22. Harlem and Edmondson Aves. – rehab area



- I. Agency Overview
- II. Equity Strategy
- III. Long Term Capital Needs
- IV. Recent CIP Accomplishments**
- V. FY2023 Capital Requests
 - i. New Projects
 - ii. Existing Projects

PROJECT HIGHLIGHT | PSO





PROJECT HIGHLIGHT | Park Heights



REDEVELOPMENT OF VACANT PROPERTY
IN CENTRAL PARK HEIGHTS

NHP FOUNDATION | THE HENSON DEVELOPMENT CO. |
MARENBERG ENTERPRISES, INC. | TORTI GALLAS + PARTNERS



PROJECT HIGHLIGHT | COLDSTREAM HOMESTEAD MONTEBELLO





PROJECT HIGHLIGHT | UPLANDS



- Highly Successful First Phase Complete
 - \$43M in investment
 - Thriving 178-unit mixed rental/homeownership development
- Upcoming Second Phase:
 - **Needs continued infrastructure investment.**
 - 150 rental/ 204 homeownership units



PROJECT HIGHLIGHT | MARSHALL GARDENS





PROJECT HIGHLIGHT | RENAISSANCE ROW



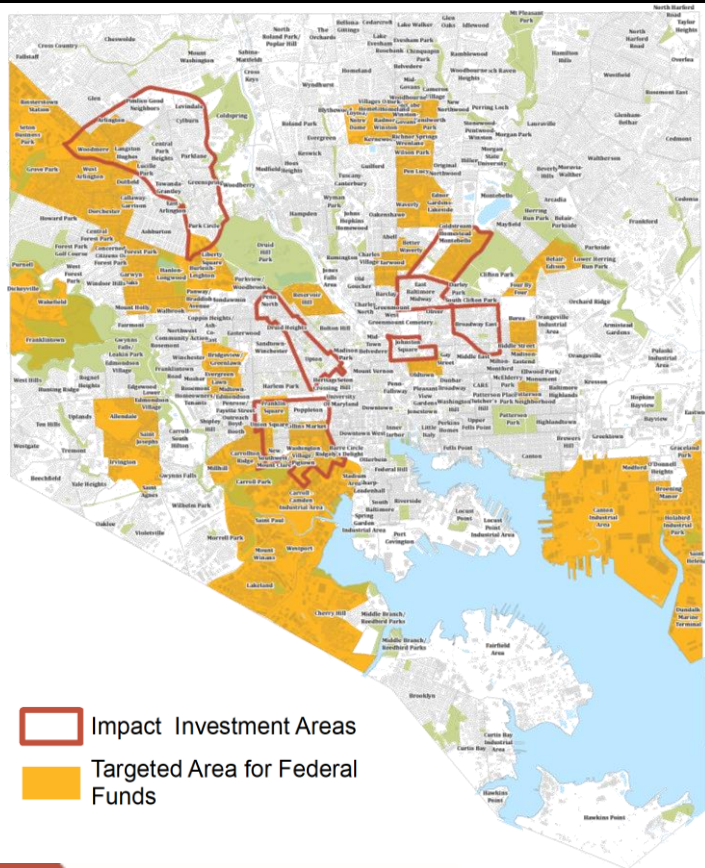


PROJECT HIGHLIGHT | 800 BLOCK HARLEM / EDMONDSON





PROJECT HIGHLIGHT | TARGETED LEAD PAINT



- Funds are eligible to be used in 42 census tracts across the City
- HUD competitive grant awards
- \$500K City FY21 Capital.
- Program is, *in addition* to existing federal lead paint funding.
- Funding can be used for abatement, enforcement, and eradication



PROJECT HIGHLIGHT | COMMUNITY CATALYST GRANTS

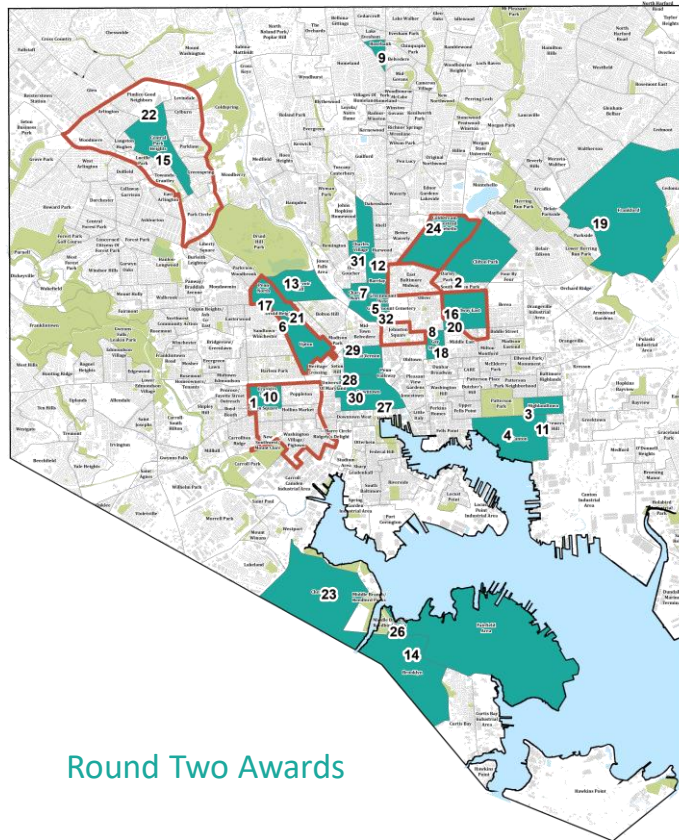
Round Two: Under Contract

• Capital

- 16 awards totaling \$3.5 Million
- \$20.4 Million in leverage

• Operating

- 23 awards totaling \$2.2 Million
- More than 68% (50% in Round 1) to Emerging Organizations



Round Two Awards

Established Organizations

1. Bon Secours of Maryland Foundation, Inc.
2. Civic Works
3. Creative Alliance Inc.
4. Green & Healthy Homes Initiative, Inc.
5. Greenmount West Community Center Foundation Inc.
6. Intersection of Change
7. Neighborhood Housing Services of Baltimore
8. ReBuild Metro, Inc.
9. Rebuilding Together Baltimore
10. Safe Alternative Foundation for Education, Inc
11. Southeast Community Development Corporation
12. St. Ambrose Housing Aid Center, Inc.
13. St. Francis Neighborhood Center Inc.

Emerging Organizations

14. Action Baybrook, Inc.
15. Alpha Zeta Chapter - Zeta Phi Beta Sorority, Inc.
16. American Communities Trust
17. Arch Social Community Network
18. Ashland Community Development Corporation
19. Backyard Basecamp, Inc
20. Baltimore Green Space
21. Black Women Build - Baltimore, Inc.
22. BRIDGES Community Development Corporation
23. Cherry Hill Development Corporation
24. Coldstream Homestead Montebello Community Corporation
25. Endsieout, Inc
26. Greater Baybrook Alliance
27. HTP Homes, Inc
28. Le Mondo
29. Make Space
30. Pennsylvania Avenue Black Arts and Entertainment District, Inc.
31. Pride Center of Maryland
32. Station North Tool Library



PROJECT HIGHLIGHT | HOMEBUYER INCENTIVES FY2021



BCEP (62)

Baltimore City Employee Homeownership Program



BIB (48)

Buying Into Baltimore



CDBG (116)

Community Development Block Grant



DHOA (23)

Direct Homeownership Assistance Program



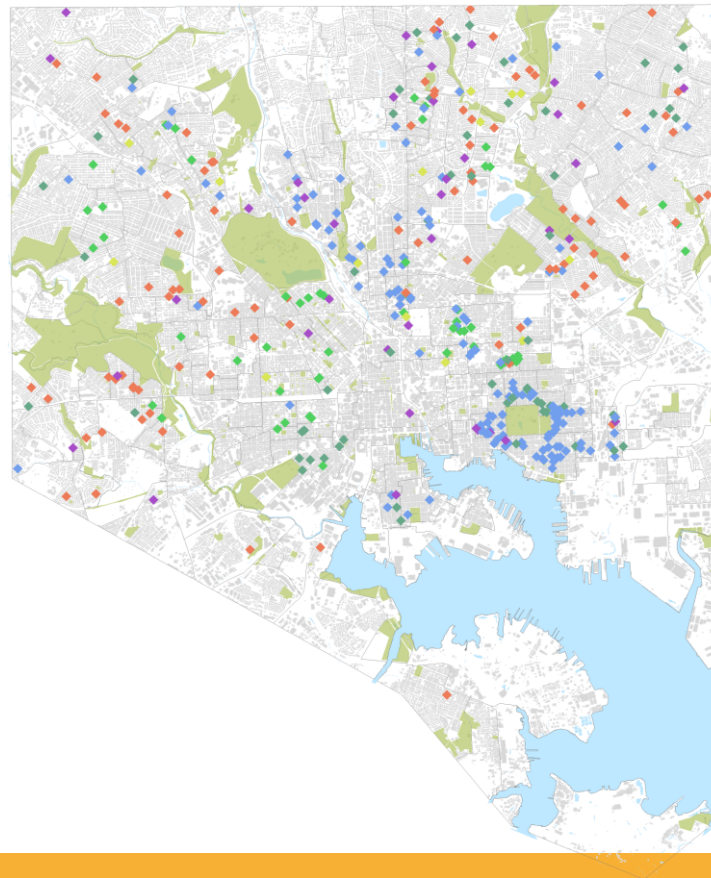
LNYW (153)

Live Near Your Work



V2V (72)

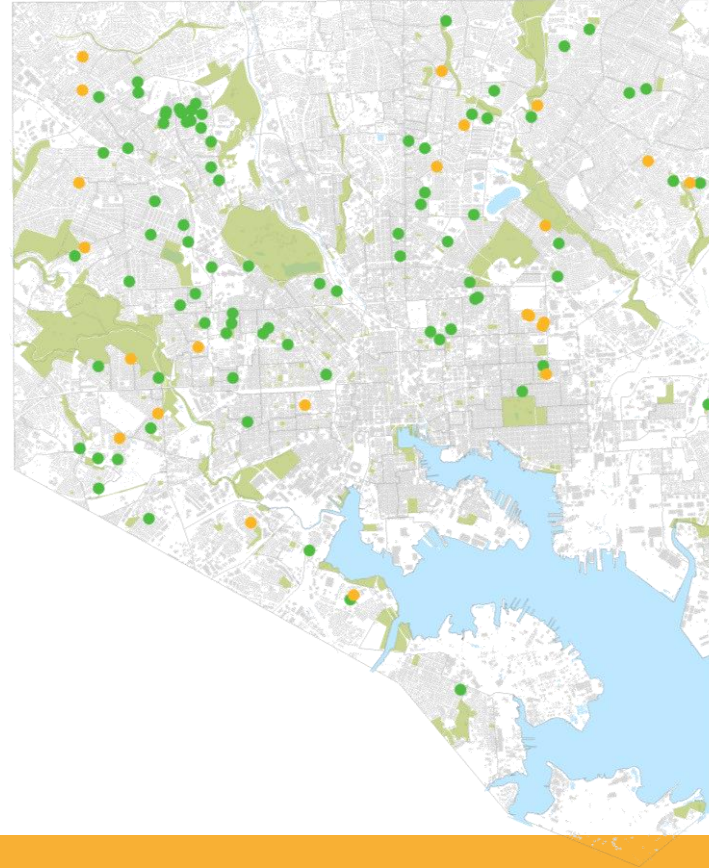
Vacants to Value





PROJECT HIGHLIGHT | PROPERTY REHAB & WEATHERIZATION FY2021

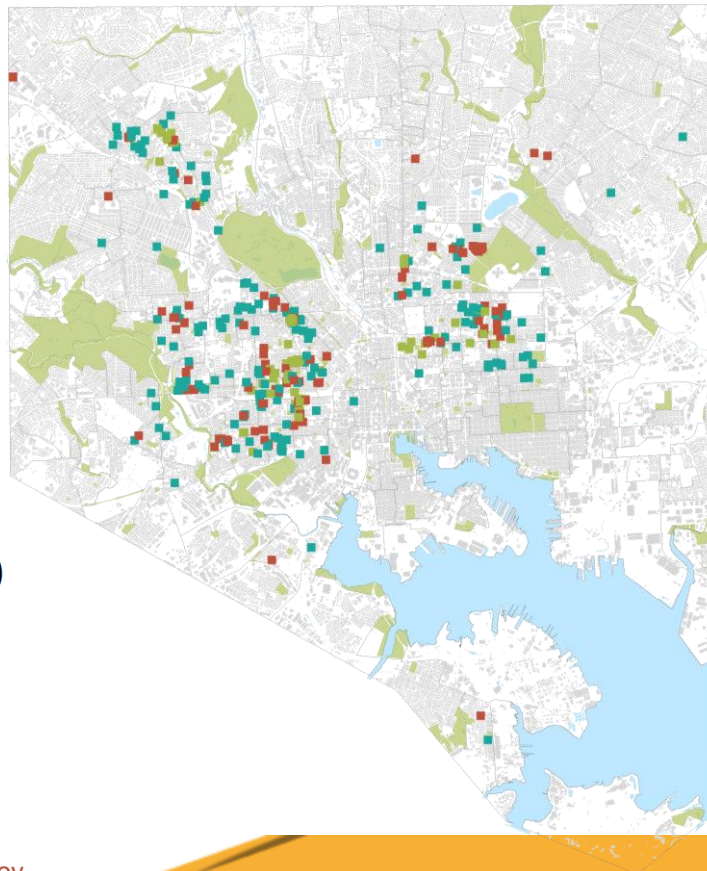
- Rehab Services (88)
- Weatherization (24)





PROJECT HIGHLIGHT |

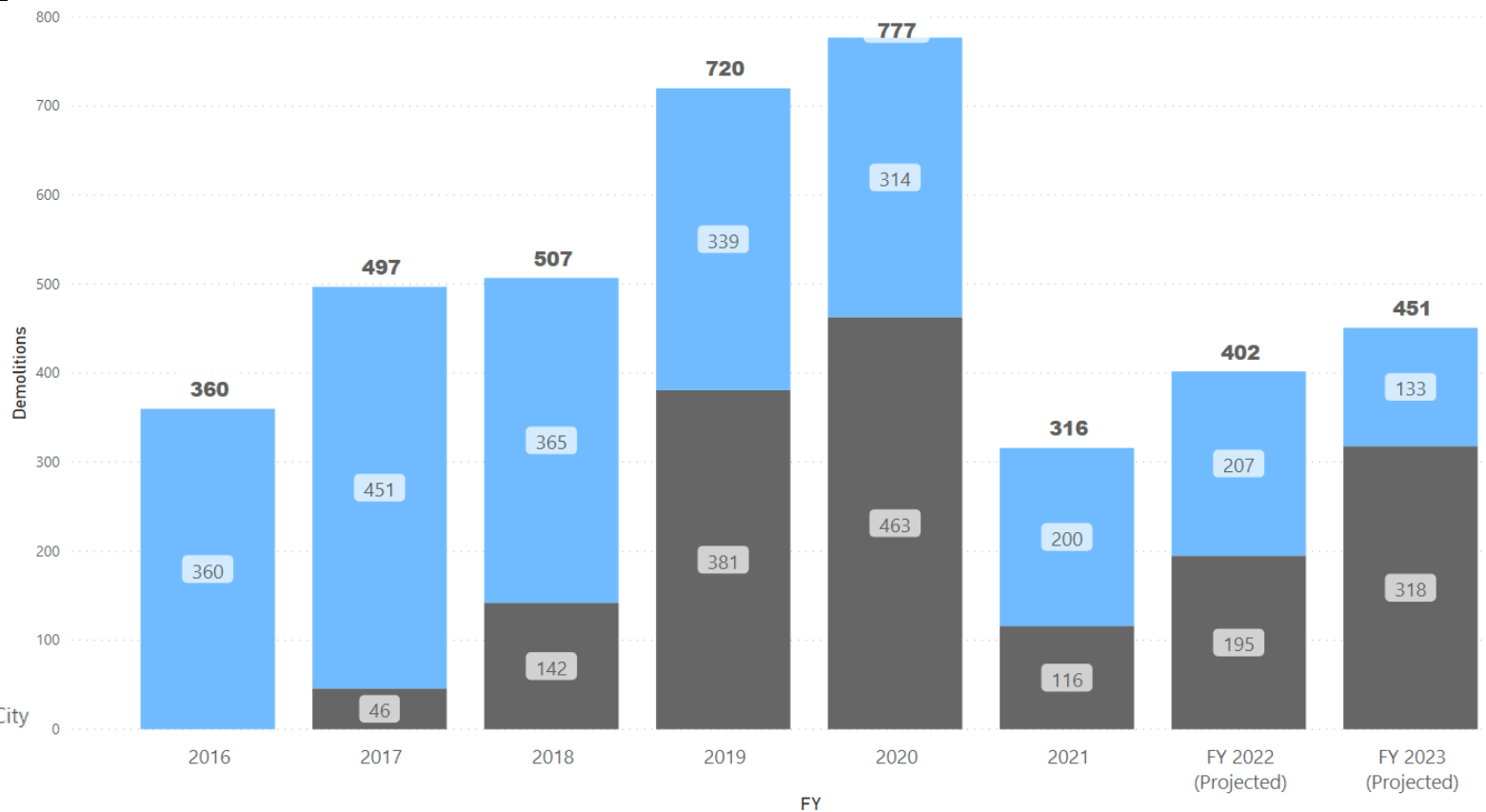
DEMOLITION, SITE ASSEMBLY & STABILIZATIONS



- Site Assembly (130)
- Demolition (314)
- Stabilization (208)



PROJECT HIGHLIGHT | DEMOLITION





PROJECT HIGHLIGHT | AFFORDABLE HOUSING BOND PROGRAM

- Awarded to projects through HOME NOFA or other competitive bids
 - Helping Up Mission Inspiring Hope Womens and Childrens Center
 - \$1M towards \$61M transitional and permanent supportive housing project funded primarily by private philanthropic sources
 - Sage II
 - \$275K toward \$1.2M renovation of 5 City-owned rowhouses on the 1200 block of Milton Street for permanent supportive housing in conjunction with nearby Family Recovery Center
- Perkins Somerset Oldtown
 - \$500K in FY22 per HUD Neighborhood Choice application
- Affordable Housing Trust Fund
 - FY23 Contribution: \$6.5M | Cumulative to Date: \$19M
 - Awarded through competitive processes according to AHTF Spending Plan



PROJECT HIGHLIGHT | HIGH QUALITY AFFORDABLE HOUSING

FY21 Affordable Housing Production

Project	Affordable Units	City Funding Amount	Total Development Costs
Sage II	5	\$275,460	\$1,241,837
Somerset 2B	104	\$1,500,000	\$39,568,293
Sojourner Place at Preston	70	\$1,200,000	\$20,561,784
Helping Up Mission	65	\$1,000,000	\$61,000,000
Total	244	\$3,975,460	\$122,371,914

Multiple Funding Sources

- Federal HOME Funds
- Affordable Housing Trust Fund
- Affordable Housing Program Bonds
- Low Income Housing Tax Credits
- State of Maryland Programs

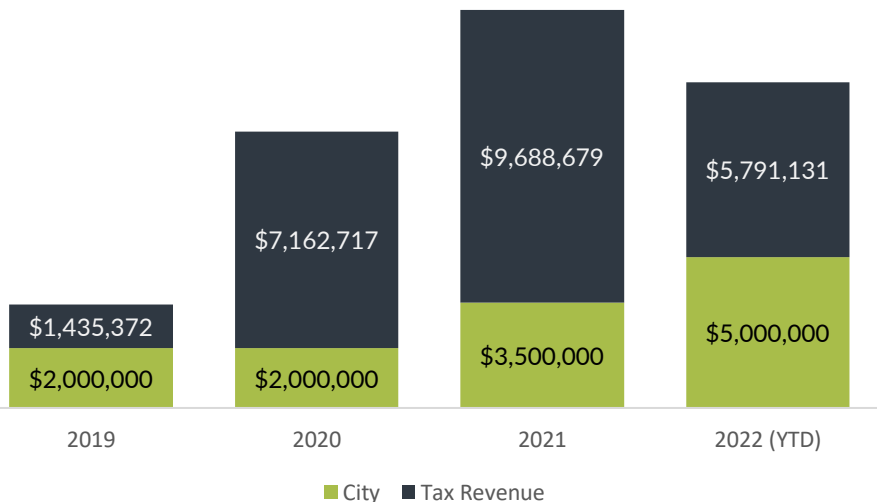
1234 McElderry Apartments (PSO Somerset 1)





PROJECT HIGHLIGHT | AFFORDABLE HOUSING TRUST FUND

AHTF Sources



Uses

- \$3M Choice Neighborhoods (FY20-FY21)
- \$3M Low Income Senior Homeowner Repair
- \$2.75M COVID-19 Emergency Rental Assistance
- \$6.25M Community Land Trusts in Spending Plan.
 - Awards Pending for \$2M RFP
 - Grounded Solutions consultant on board
- \$2M Rental Housing awards

Project Name	Amount (Thousands)	Units @30% AMI	Units @50% AMI
CHAI 1	\$750	27	56
Episcopal Housing	\$180	9	
Druid Heights CDC	\$379		24
ReBuild Metro	\$750	9	2
Total	\$2,060	45	82



AGENDA

- I. Agency Overview
- II. Equity Strategy
- III. Long Term Capital Needs
- IV. Recent CIP Accomplishments
- V. FY2023 Capital Requests
 - i. New Projects
 - ii. Existing Projects



DHCD FY2023-2028 CAPITAL REQUEST

Total CIP Request | \$19,000,000 (\$6M Programs, \$13M Projects)

Highlights

- New Projects totaling \$1.45M: Raynor Brown, Penn North Site Assembly, and Middle Neighborhoods Implementation
- Increase in demolition request
 - \$5.3M last year vs \$7.1M this year
- Consolidated Impact Investment Areas Projects into one line-item request
- Continued funding for key projects and programs like:
 - Perkins Somerset Oldtown, Johnston Square, HOME
- Projects that will be completed after this year: Poppleton and 800 BLK Harlem Edmondson (\$525K)
- Continued gaps: infrastructure funding, overall need



DHCD FY2023 | NEW PROJECTS

CIP #	Project Title	City Bond Funds	City General Funds	Federal Funds	State Funds	Other	Totals
588-070	Middle Neighborhood Implementation	400	-	-	-	-	400
588-087	Raynor Brown Site	400	-	-	-	-	400
588-088	Penn North Site Assembly	650	-	-	-	-	650
TOTALS		1,450	-	-	-	-	1,450



DHCD FY2023 | DEVELOPMENT PROJECTS

CIP #	Project Title	City Bond Funds	City General Funds	Federal Funds	State Funds	Other	Totals
588-017	Citywide Acquisition	275	-	-	-	-	275
588-036	Southeast Baltimore Redevelopment/Cho	500	-	-	-	-	500
588-075	SE Baltimore Redevelopment Affordable	500	-	-	-	-	500
588-085	Impact Investment Areas	2,000	-	-	-	-	2,000
588-046	800 Block of Edmondson Ave	525	-	-	-	-	525
588-072	Johnston Square Acquisition and Reloc	200	-	-	-	-	200
588-932	Poppleton Acquisition, Demolition & Relocation	250	-	-	-	-	250
TOTALS		4,475	-	-	-	-	4,475



DHCD FY2023 | HOMEOWNERSHIP PROJECTS

CIP #	Project Title	City Bond Funds	City General Funds	Federal Funds	State Funds	Other	Totals
588-019	Baltimore Homeownership Incentive Program	1,800	-	1,000	-	-	2,800
588-049	Affordable Homeownership	100	-	-	-	-	100
588-052	Housing Upgrades to Benefit Seniors (HUBS)	500	-	-	-	-	500
588-053	Baltimore Shines - Low Income Solar Program	-	-	700	-	-	700
588-054	Low-Income Mortgage Program	100	-	-	-	-	100
588-073	Lead Hazard Reduction Program	750	-	-	-	-	750
588-986	Housing Repair Assistance Programs	850	-	1,500	-	-	2,350
TOTALS		4,100	-	3,200	-	-	7,300



DHCD FY2023 | DEMOLITION AND STABILIZATION

CIP #	Project Title	City Bond Funds	City General Funds	Federal Funds	State Funds	Other	Totals
588-002	Urgent Stabilization	2,500	-	-	-	-	2,500
588-005	Urgent Demolition	1,500	-	-	-	-	1,500
588-012	Whole Block Demolition	2,100	-	-	-	-	2,100
588-983	Demolition of Blighted Structures	1,000	-	-	-	-	1,000
TOTALS		7,100	-	-	-	-	7,100



DHCD FY2023 | OTHER PROJECTS

CIP #	Project Title	City Bond Funds	City General Funds	Federal Funds	State Funds	Other	Totals
588-006	HOME Program	100	-	2,000	-	4,000	6,100
588-083	HOME ARPA	-	-	15,500	-	-	15,500
588-026	Affordable Housing Fund	6,500	-	-	-	-	6,500
588-044	Community Catalyst Grants	1,500	-	-	-	-	1,500
588-078	CDBG Subrecipient Capital Projects	-	-	2,250	-	-	2,250
588-989	Section 108 Loan Repayment	0	-	1,329	-	-	1,329
588-045	Land Management Administration	-	-	-	-	900	900
TOTALS		8,100	-	21,079	-	4,900	34,079



BALTIMORE CITY
DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT

QUESTIONS